



## Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of November 30, 2021:

- There are 28 initiatives for focus this fiscal year. Fifteen are in the implementation phase, and the remaining 13 are in the recommendation phase.
- Approximately 90% of the initiatives are in progress.
- Short Term Court Referred and Trauma Informed Culture at Institutions initiatives will present their recommendations to the Executive Team in December.
- For more on the status of the FY2022 initiatives, see the initiative highlights below.
- Also included are initiatives that have completed the recommendation phase on a previous placemat and are pending implementation.

## Statistics & Analysis

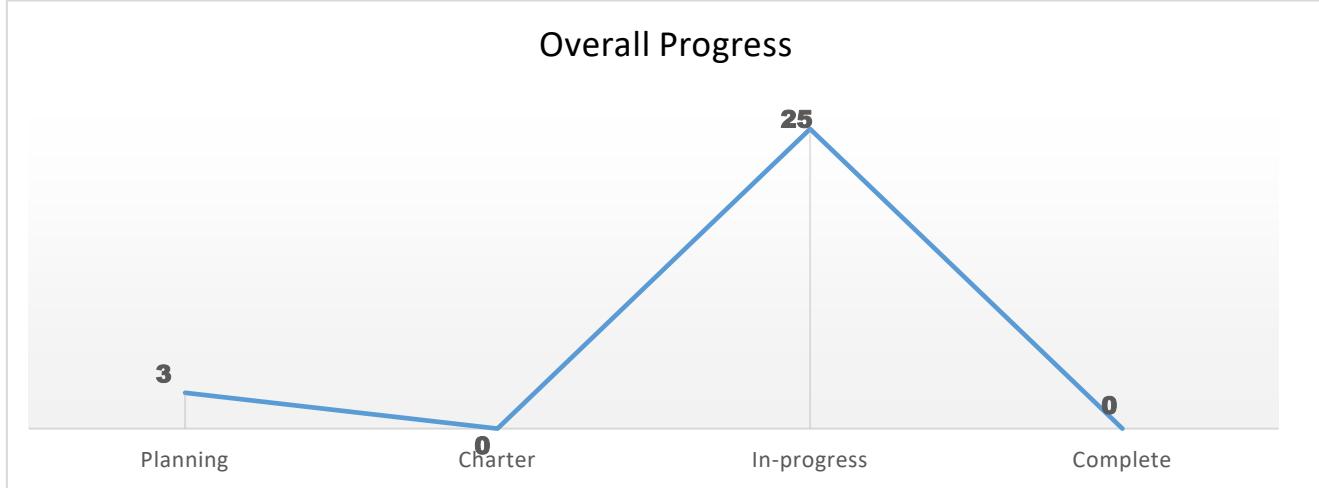
The 28 initiatives for focus in FY2022 are divided among the placemat themes as follows: Nine (9) under safer work environment, 13 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of the initiatives are in progress for initiatives under the safer work environment and improving workforce themes, and all of those under the risk and recidivism theme.

**Table 1: FY22 Progress of Strategic Plan Projects by Theme**

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (9)	0%	78%	0%	22%
Improving Workforce (13)	0%	92%	0%	8%
Reducing Risk & Recidivism (6)	0%	100%	0%	0%



**Figure 1: Progress of Strategic Plan Initiatives by Status**



The 28 division led projects are currently in the following statuses: 25 are in-progress (89%), and three (3) are in planning (11%)

**Table 2: Project Status by Division Responsibility**

Progress and Assignment By Division						
Status	Overall	OOD	P&P	DORS	DAI	DHS
Complete (Recommendations)	0	0	0	0	0	0
In-Progress	25	3	1	4	4	13
Charter	0	0	0	0	0	0
Planning	3	0	0	0	1	2
<b>Total Initiatives</b>	<b>28</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>15</b>

Of the 28 initiatives, three (3) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). The Division of Offender Rehabilitation Services (DORS) has been assigned four (4), five (5) to the Division of Adult Institutions (DAI) and 15 to the Division of Human Services (DHS).



## FY2022 Initiative Highlights as of November 30, 2021

### **11.101 - Staffing Pattern & Shift Analysis**

Moved to implementation

- No update. Analysis completed on this initiative and planning for implementation.

### **11.113 - Develop MOCIS Enhancement Prioritization**

Not started

### **11.208 - Improved External Classification System**

Off track – with plan to rectify

- Decision Support completing additional analysis with the policy exceptions.

### **11.209 - Improved Internal Classification System**

Not started

### **11.212 - Transition to Electronic Files to Support Information Access**

Off track – with plan to rectify

- Working with OA on a business plan submission.

### **11.215 - Perimeter Detection Fence**

On track

- The fencing is complete at these six (6) facilities: ERDCC, SECC, SCCC, FRDC, JCCC and PCC.
- Cabling installed at WMCC, WERDCC, MECC, ACC, OCC, BCC and MTC. Commissioning pending
  - First commission is complete WERDC and MTC
  - WMCC first commission schedule for December 15, 2021.
  - First commissioning scheduled for WMCC (12/03), MECC (12/09), and MTC (11/18).
- FCC fencing installation is schedule for the week of December 20, 2021.

### **12.101 - MOCIS Phase 1**

Off track - with plan to rectify

- Reviewing the priority needs for moving the project forward.



## 12.104 - Automated Time Keeping System for DAI

Off track – with plan to rectify

- Preparation is being made for a pilot at one of the facilities. Work is being done to configure the system that staff will use for the pilot.

## 12.307 - Develop System for Virtual Training – LMS

In Implementation

- A contract has been awarded and is in effect as of November 15, 2021.
- Implementation is slated to take between three (3) to six (6) months.

## 21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- The team is working on their initial proposal.
- The final details are being added to the learning paths.

## 21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- The proposal is being updated with team feedback from the last meeting.
- Final meeting in January 2022, to review the updated proposal and checklist before they are submitted for review.

## 21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

## 21.208 – The Corrections Way for Frontline Staff

On track

- As of November 30, 2021, 2,613 frontline line staff have been trained.
- WERDCC, CCC and FCC training are complete.
- MECC training is in progress.
- Training dates confirmed for: SCCC, MTC and OCC.

## 21.210- Expand COI and Cook Recruitment Efforts

On-track

- The recruitment team received approximately 336 COI applications in November, a 15% decrease from the previous month.
- There were 88 (38%) new hires from the 234 candidates interviewed.



## Improving Lives for Safer Communities

- Recruiters plan these upcoming recruitment events – 2022 State Tech Career Expo, Feb. 2; FRDC/Cremer Hiring Fair, Dec. 15; ERTC, Dec. 15;

### **21.211 - Financial Training for Staff with Purchasing Authority**

Not started

- Reviewing timeframe for move to FY2023.

### **21.212 - Crossroads Training Academy**

Not started

- Planning has started for this project.
- Meeting with the construction unit is planned to discuss next steps.

### **21.213 - Succession Development Strategy (Leadership Development Rule)**

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year). The department should strive for 50% (26 hours of training) by December 31, 2021.

### **21.405 – Promote and Enrich Employee Wellness Program**

On track

- The team launched their needs survey to all staff on November 9, 2021. Over 2,000 responses have been received. They are hoping this will double by the end of December.
- Next two (2) overall goals:
  - Increase accessibility and promote utilization - The overall goal is to get our staff from a place of awareness to familiarity and utilization for improved individual and organization holistic wellness
  - Boost morale/camaraderie/support our staff – Varied efforts to create more supportive work environments for staff based on work site needs.
- Work-Well Newsletter for tips on how to improve/maintain staff wellness.

### **21.406 - Trauma Support for Staff**

On track

- A planning committee has been formed and funding secured to implement a Post Critical Incident Seminar in spring 2022.
- PACT moved from DAI to DHS and policy updated.
- Trauma-Informed (T.I) components added to the PACT and T.I. Supervisor training curricula.
- Updating working with the female offenders specifics related to trauma.



## Improving Lives for Safer Communities

- A new support resource for DOC staff affected by workplace trauma will be available in May 2022. Applications for the event will be taken from January-March 2022 and will be located on the Intranet home page
- New member to start on December 20, 2021

### **22.105 - Redevelop the Intranet**

Off track - with plan to rectify

- The team continues meetings to finalize the information for inclusion on the intranet.

### **22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy**

Off track - with plan to rectify

- The university partner presented preliminary research results to the team.
- A follow-up survey is being discussed.
- A meeting is scheduled January 7, 2022 to discuss next steps of the team.

### **22.303 - Trauma Informed Culture**

Off track – with plan to rectify

- The team completed their final recommendations and presented to Executive Team.
- Additional information gathered by team.
- Supplemental recommendations will be presented to Executive Team on December 20, 2021.

### **31.113- Ashland University Expansion**

Off track – with plan to rectify

- All Second Chance Pell providers had their funds limited this FY. Ashland has decided to not expand sites nor enroll new students to stay within budget. Therefore, for this fall and the spring term (late January) they will only enroll current students or re-admits.

### **31.114- Programming to Conform to Evidence Based Practice**

In Implementation

- Implementation planning not started.
- DAI Executive Team will discuss next steps in January.

### **31.115- Mental Health and Substance Use Treatment Standards**

In implementation

- The team met with Gateway to get some background on their operations. Their current model is goal for the Behavioral Health Unit (BHU).
- The team is defining milestones and developing timelines.



- Next meeting scheduled for December 16, 2021.

### **31.203 - KCRC Transformation**

In implementation

- Opening is tentatively delayed until March 2022. This is to allow time to figure out on-site medical care
- Staff training is on-going.
- They are currently interviewing for COI and Cook positions.
- Orders submitted for food products
- The Major's position has been filled and he is working on site.
- Site staff continue to clean and paint the housing units and common areas.
- Community providers are working together to establish services to offer and schedules for TCKC consideration.
- Pending ITSD decision on allowing TCKC staff will be allowed in the MOCIS test environment to practice receiving and processing referrals into the residential facility since this will be new to them.

### **31.209 - Program Model for Court Referred Short-Term Offenders.**

Off track – with plan to rectify

- The team has completed their recommendations and has submitted their final report for review.
- The team is schedule to present to the Executive team on December 20, 2021.

### **31.305 - Quality Control, Quality Assurance, Support for Correctional Programming**

Off track – with plan to rectify

- The Quality Assurance System for Offender Programming policy and reference guide are complete, revisions in progress.
- Draft of the final report is complete. Team feedback and updates are pending.

## **Initiatives from Previous Placemats - with Actions Pending**

### **11.105 - Administrative Segregation Programming**

- The manual DAI was asked to develop is in progress.
- The policy is finalized and estimated to become effective January 2022.

### **11.110 - Offender Mail / 11.111 - Offender Censorship**

- The vendor has continued to make modifications to the system based on the team's feedback and testing. A demonstration will be scheduled.



## **11.207 - Identification & Tracking of Security Threat Groups**

- Implementation pending.
- Review of training needs and manual revisions will be complete by December 31, 2021.
- Roll-out of training and new policy to occur by April 2022.

## **11.211 - Offender Suicide Prevention**

- Standing committee members have been identified. The responsibilities are being finalized.
- The team is discussing pilots, final decision pending.
- Centurion (CORIZON replacement) to attend team meeting in January 2022.

## **11.216 - P&P Safety, Security & Critical Incidents**

- Finalizing the policy and reference guide after P&P and DAI feedback.
- Working on the Incident Report form with DSAA.

## **21.105 - CO I High School Apprenticeship**

- This will be turned over to the Recruitment Unit, pending meeting with new Recruitment Director.
- The recruitment unit will move this forward with assistance from the Training Academy.

## **31.110 - Difficult Discharge**

- No update. This was last noted with the Procedure and Forms Management Unit (PAFMU)

## **31.207 - Community Peer Specialist**

- Implementation team established.
- Implementation Kick-off meeting is scheduled for December 14, 2021.
- Preparation for pilots at three (3) facilities is in progress.

# Strategic Initiative Dashboard

FY2022 Initiatives

R = Recommendation Phase

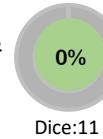
I = Implementation Phase

Values in circles indicate % of milestone complete

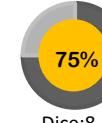
On-Track  
Off Track with plan  
Off Track – with no plan

## Safer Work Environment

Staffing Pattern & Shift Analysis (I)  
Dice:11



Improved External Classification System (R)  
Dice:8



Transition to Electronic Files (R)  
Dice:15



MOCIS Phase 1 (I)  
Dice:12



Develop System for Virtual Training – LMS (I)  
Dice:7



Develop MOCIS Enhancement Prioritization (I)  
Dice:8



Improved Internal Classification System (R)  
Dice:10



Perimeter Detection Fence (I)  
Dice:9



Automated Time Keeping for DAI (I)  
Dice:12



## Improving Workforce

Develop Onboarding for Supervisory Positions (R)  
Dice: 8



Transformation Training Academy (I)  
Dice:24



Expand COI & Cook Recruitment Efforts (R)  
Dice:10



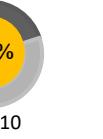
Crossroads Training Academy (R)  
Dice:10



Enrich & Promote Employee Wellness Program (I)  
Dice:12



Redevelop the Intranet (R)  
Dice:10



Adopt Trauma Informed Culture at Institutions (R)  
Dice:11



Frontline for Onboarding (I)  
Dice:9



Corrections Way Training to Frontline Staff (I)  
Dice:12



Financial Training for Staff with Purchasing Authority (R)  
Dice:13



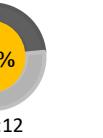
Succession Development Strategy (R)  
Dice:10



Trauma Support for Staff (I)  
Dice:10



Develop Equity, Diversity & Inclusion (EDI) Policy (R)  
Dice:12



## Reducing Risk & Recidivism

Ashland University Expansion (I)  
Dice:10



Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard (I)  
Dice:8



KCRC Transformation (I)  
Dice:10



Program Model for Court Referred Short-Term Offenders (R)  
Dice:10



Quality Control and Quality Assurance Support for Correctional Programming (R)  
Dice:8



Institutional Programming and Activities Conform with Evidence Based Practice (I)  
Dice:8



Dice scores last calculated June 2021

\*\*Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)